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THINK DIFFERENTLY ACT STRATEGICALLY



April 14-15, 2011

How do we change when change is hard?



Sea Change

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Full fathom five thy father lies: Of his bones are coral made:
Those are pearls that were his eyes: Nothing of him that doth fade
But doth suffer a sea-change Into something rich and strange.

--Ariel's song, *The Tempest*, William Shakespeare



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We'll explore how to recognize change



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How do you measure up?



Qualities of Adaptable Organizations

1. Courageous Leaders – ask tough questions of relevance and impact
2. Relentless focus on core mission
3. Flexibility on organizational form
4. Genuine engagement in community
5. Forecasting ability & interest in societal forces affecting viability
6. Strategic thinking

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How do you measure up?



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Evolving Operating Assumptions

1. Adaptation will replace growth as basic *modus operandi*
2. Decentralization of artistic and administrative leadership
3. Tailored relationships with customers replace mass marketing
4. Increasingly blurred lines between for-profit, nonprofit and informal creative enterprise
5. Live and virtual artistic identities will need to align

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How do you measure up?



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An excellent assessment tool is provided in this publication.

CompassPoint 2011.

Included in Recommended Readings.



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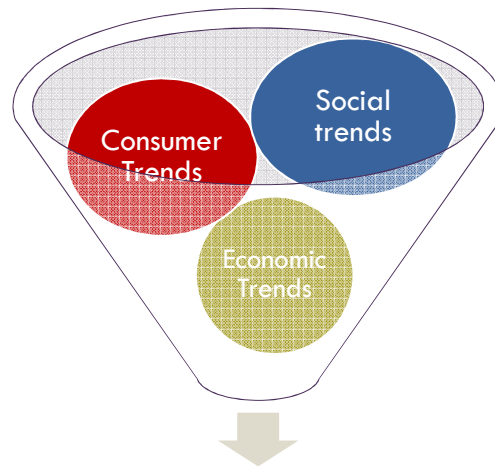
We'll explore the trends



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Recognizing
what is
reshaping
our world
and our
work...

...to enable
the best
response



Convergence

We'll invite you to topple the silos



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Find ways
to break
through
"old
thinking"
and connect
your work
in new
ways with
your
community



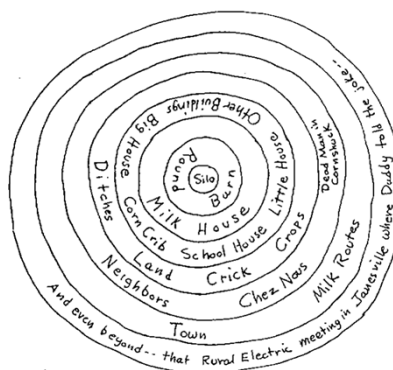
We'll explore YOUR community

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The center of the dairy community



Through the eyes of a child, 1920's



Jacqueline Dougan Jackson (1997). *Stories from the Round Barn*.

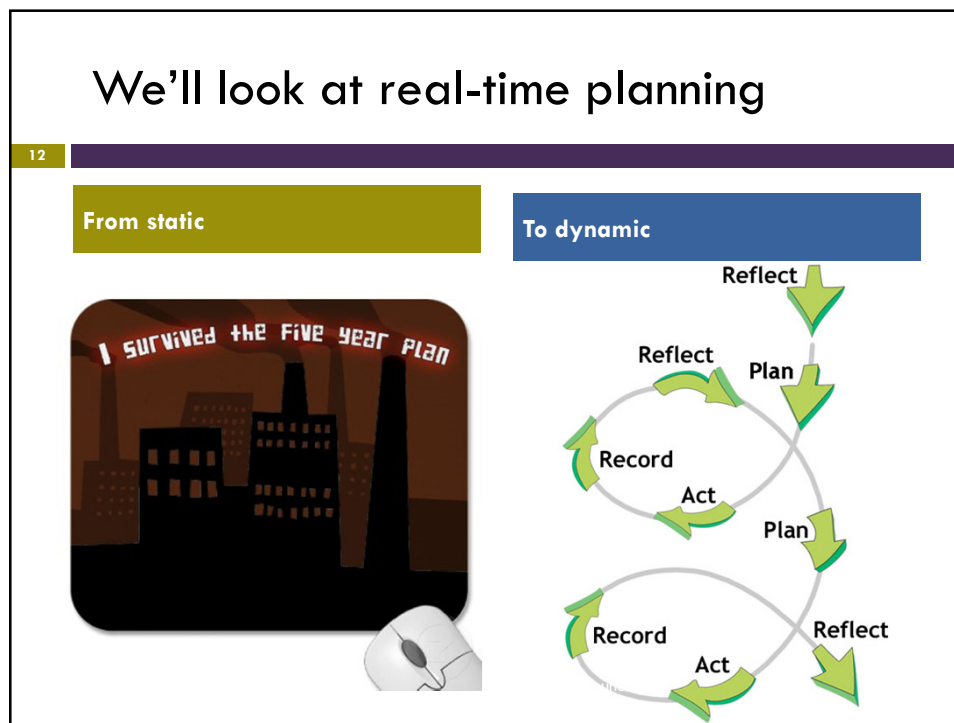
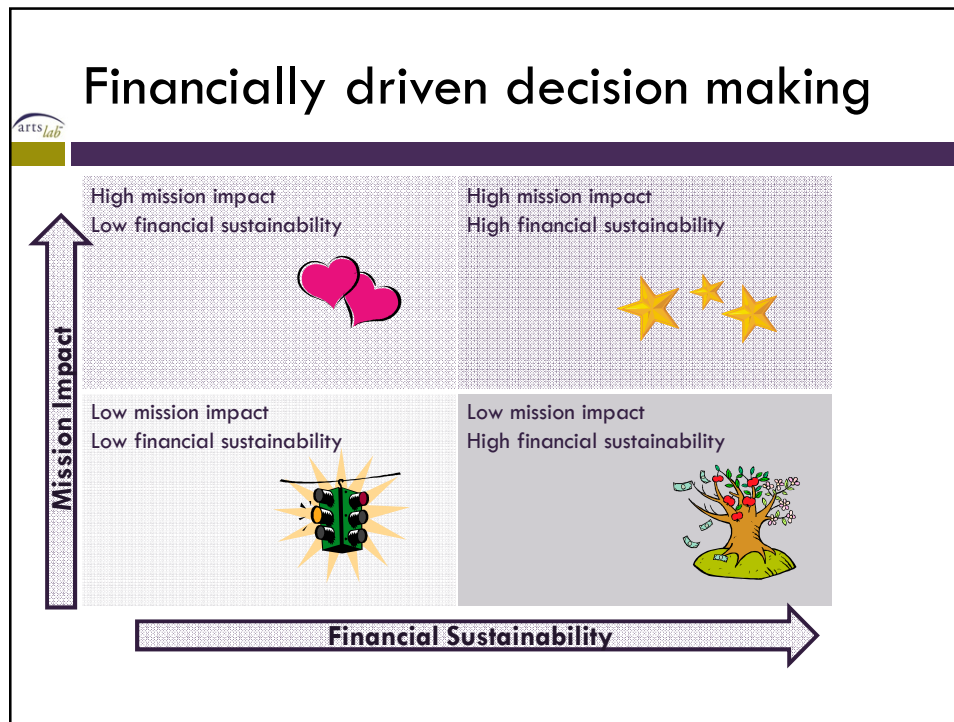
We'll probe Public Value

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**“A thriving arts sector
creates “ripple effects”
of benefits throughout
the community.”**

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Think Differently. Act Strategically.



We'll look at metrics



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Assessment
tools

Benchmarks

and

Key
indicators



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Think Differently. Act Strategically.

We'll explore 'BIG Question' thinking



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- Major opportunity?
- Major challenge?
- Major shift?

What is the BIG
QUESTION
confronting your
organization today
that requires
strategic action?

And the role of leadership



1. There has to be a leader.
2. The leader must have a plan.

Michael Kaiser, "the ten point plan to a turn around" in *The Art of the Turnaround*



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We'll invite 'courageous' leadership



We spend 95% of our time
in our Comfort Zone –
we are wired to seek comfort

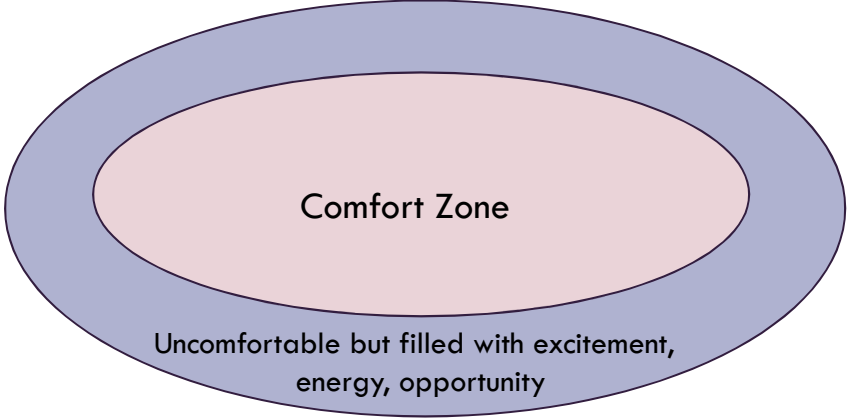
Change requires ... Change

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Comfort Zone

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Comfort Zone

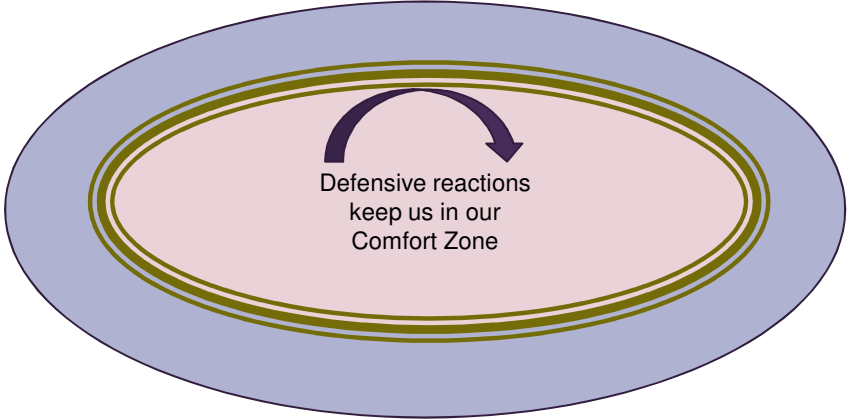
Uncomfortable but filled with excitement,
energy, opportunity

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Become an “Edgewalker”

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Defensive reactions
keep us in our
Comfort Zone

As leaders we all need to press our organizations to our growing edge –
finding the excitement, energy, opportunity outside of our comfort zone

The Geography of Home

work of Susan Armington, recipient of the "Changemaker of 2008" award by the Minnesota Women's Press. www.armingtonart.com

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